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# ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

William F. Donnelly  
Deputy Director for Administration

EXTENSION

NO.

DDA 2248X-87

DATE

23 October 1987

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Director of  
Central Intelligence

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Judge:

You asked me to provide you any comments, recommendations or other observations which grew out of the Minority Coordinators' Seminar we recently held. Enclosed is a document providing that information.

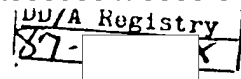
A copy has been given to Bill Baker.

  
William F. Donnelly

STAT

DCI  
EXEC  
REG

B-800-1r



STAT



MEMORANDUM FOR: Director of Personnel

FROM: Deputy Director for Employment

SUBJECT: Minority Coordinators' Seminar, 6-8 October 1987

1. "Over the past few days, we've learned that the CIA is not nearly as bad as people say it is, but also that the CIA is not as 'holy' as it thinks it is." This quote is an apt and fair summation of how the participants in our Minority Coordinators' Seminar felt after 2 1/2 days of briefings and discussions. We believe the seminar was a success; we should see an increased dialogue between these coordinators and our recruiters. With appropriate follow-up, an increased flow of minority candidates for our professional and technical positions should result. A more detailed discussion about the seminar is attached.

2. To keep the positive momentum on minority recruitment resulting from this seminar, we will take the following actions:


- A) Our recruiters will contact each participant and schedule a meeting to discuss the seminar and how best to recruit students from the coordinator's university.
- B) Our recruiters will make themselves available to give information sessions at the coordinators' request to explain more about the Agency, student programs/benefits, and needs by academic discipline.
- C) As their students are selected for CT Program, direct hire, or student programs, we will notify the coordinators of the number (but not the names) of successful candidates.
- D) We will add these minority coordinators to the mailing list of OP/Employment's monthly newsletter.
- E) We will recommend to OMS that they consult with   concerning the PATB and its use. See para 5 of the attached discussion.

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Attachment as stated



MINORITY COORDINATORS' SEMINAR  
6-8 OCTOBER 1987

1. Many of the participants admitted that they came with preconceived ideas and second thoughts. To some, the only knowledge of the Agency was what they have read and heard in the press from detractors...very little in a positive vein. Some came despite the strong recommendations from their friends and professional colleagues not to attend. One participant, for example, reflected the widespread suspicion that CIA has police-like responsibilities and insisted on being told what kind of security checks were run on all who we invited. Another revisited, at numerous times, the question of whether someone could "really leave" the Agency. Our low attrition rate must be a reflection of coercion and threat to remain in CIA, as portrayed in popular fiction. Yet another was positive that the only reason CIA needed minorities was to continue the repression of third world countries. The old canard that CIA was involved somehow in the assassination of Dr. Martin Luther King was raised anew. In this atmosphere, we arrayed representatives from each Directorate to explain the Agency mission, its organization, career opportunities, and minority employment efforts.

2. Perhaps THE most significant recommendation made by the group was that the CIA needs to have an upbeat, positive sense of public relations and information sharing about itself. The "No comment" response to questions about the Agency, whether given by recruiters or public affairs spokesmen, hurts. The coordinators believe that the same unclassified information we shared with them should be available more freely and easily than it is to students on campus and to the public at large. The coordinators thought that holding frequent information sessions similar to the seminar, both at Headquarters and on or near college campuses, would be in the Agency's best interest. Indeed, most of their suggestions and requests related to getting more information.

3. The coordinators would like to see our recruiters on campus more frequently than they do now. When the recruiters come, they should represent the entire Agency (not just one component) and bring along minority employees who can answer honestly and with first hand knowledge what it is like to work at CIA. It is very important that these minority representatives understand the deep-rooted suspicion many in the minority communities have about the Agency and be prepared to answer very pointed and emotive questions. The confidence and reasoning behind these responses would be important, not so much to change the minds of those who would openly challenge our recruitment of minorities, but to confirm to those in the audience in whom we are truly interested and who have no axe to grind that the CIA offers challenging, exciting, and fulfilling careers for them.

4. And further on the information sharing issue, the coordinators would like to know the numbers of students the Agency takes each year from each college or university. They understand why we can't tell them 'who' has been recruited, but want to be able to assure students that some (no matter how few) are being accepted for employment as either direct hires or in student programs. They were particularly interested in seeing that all information on student program benefits (travel, per diem, salary, etc.) be distributed as widely as possible.

5. It soon became apparent that a few of the participants were particularly eloquent in making their points and had national standing in their field. [REDACTED]

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6. Several of the seminar's presentations or ensuing discussions were particularly noteworthy. The information on the Agency's Student Programs and benefits was, as expected, a big hit. The DS&T's panel discussing career opportunities in that Directorate was notable for its makeup--no minorities were represented, and some of the coordinators made pointed reference to their absence. The DI panel discussion proved to be one of the more instructive for a number of reasons. The panel included two bright, young minority representatives. One of the coordinators confronted them with some contentious, hard questioning about why minorities should work for the CIA; their youth and inexperience showed in their unease with the questions and inability to answer in kind and with confidence. As the selectors of who represents the Agency on recruiting trips, the Directorate EEO and recruitment officers and OP recruitment personnel found this session extremely useful as a guide to selecting and training recruiters to address minority questions and concerns.


7. On the second day, the DA panel was superb; the bright, young representatives (3 of the 4 were minorities) responded to the coordinators' questions with poise and confidence. The coordinators were very impressed with the caliber of our youthful employees. The DO presentation fascinated the coordinators. The blunt and truthful descriptions of life as an operations officer cleared many misconceptions, particularly coming from a successful, dynamic black officer.

8. The wrap-up session on the last day was very useful to both coordinators and OP participants alike. The presentation on the processing system answered their many questions on what happens to applicants after the PHS is submitted. It was obvious the coordinators have lingering suspicions about the polygraph examination and security checks, reflecting the minority experience with these intrusive procedures. Only time, information, and seeing that some of their students actually make it through the process will overcome their concerns and misperceptions. The coordinators also were concerned that hard and fast adherence to one qualifications feature, for example, overall Grade Point Average (GPA) of at least 3.0, would prevent many minorities from being considered for employment. The coordinators were assured that GPA was not the sole determining factor in our recruitment process. Although some of our programs have high GPA minimum requirements (DO Internship requires a 3.0 minimum; some DI offices will not consider candidates with under 3.0 GPAs, etc.), most do not. Our student programs require maintenance of a 2.75 GPA for undergraduates, 3.0 for graduates. If there are other circumstances which a placement coordinator or recruiter believe are important (working to pay for education, extracurricular activities, particularly strict grade ratings, etc.), we will take these into consideration. We, as well as many coordinators, are confident, however, that the CIA can attract many candidates who have been very successful in their academic work.

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**EXECUTIVE SECRETARIAT**  
**ROUTING SLIP**

TO:		ACTION	INFO	DATE	INITIAL
1	DCI		X		
2	DDCI				
3	EXDIR				
4	D/ICS				
5	DDI				
6	DDA		X		
7	DDO				
8	DDS&T				
9	Chm/NIC				
10	GC				
11	IG				
12	Compt				
13	D/OCA				
14	D/PAO		X		
15	D/PERS		X		
16	D/Ex Staff				
17					
18					
19					
20			X		
21					
22					
SUSPENSE		Date _____			

Remarks

Executive Secretary

21 Oct '87

Date

3637 (10-81)

STAT





Executive Registry	
87	[Redacted]
89	
STAT	

The Career Center

October 14, 1987

Judge William H. Webster  
Director, Central Intelligence Agency  
McLean, Virginia 22105-0065

Dear Judge Webster:

I would like to thank you and your staff for sponsoring the Minority Coordinators' Seminar and for inviting me to participate in it. The seminar provided me information that will be very helpful to our students. As with the FBI, I am very confident that under your leadership the CIA will also soon be able to report a substantial increase in minority recruits.

I have shared with the Career Center staff your offer to speak with our students during one of your visits to St. Louis. Needless to say, we welcome this opportunity and will be pleased to arrange such a meeting at your convenience.

Thank you again for your generosity and interest in the career development of our students.

Sincerely,

[Redacted Signature]

STAT

cc:

[Redacted CC List]

STAT



Washington University  
Campus Box 1091  
One Brookings Drive  
St. Louis, Missouri 63130  
(314) 889-5930

*B-800-1r*

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ER

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STAT

PROPOSED REMARKS  
BY  
WILLIAM H. WEBSTER  
DIRECTOR OF CENTRAL INTELLIGENCE  
BEFORE THE  
SEMINAR  
FOR  
MINORITY COORDINATORS  
CIA HEADQUARTERS  
OCTOBER 6, 1987



*B-800-1R*

GOOD MORNING AND WELCOME TO THE CENTRAL INTELLIGENCE AGENCY.

IT'S A PLEASURE TO HAVE YOU WITH US. YOU REPRESENT A GOOD CROSS SECTION OF THE COLLEGES AND UNIVERSITIES OF OUR COUNTRY.

*John D. -*

YOUR PARTICIPATION IN THIS SEMINAR IS ONE OF THE MEANS THAT WE HAVE TO CONVEY TO YOU OUR STRONG INTEREST IN ATTRACTING INCREASING NUMBERS OF MINORITIES TO WORK HERE. BY COMING HERE THEY WOULD BE AMONG THOSE WHO HAVE ACCEPTED THE CHALLENGING AND FASCINATING PROFESSION OF INTELLIGENCE--THOSE WHO SEE A CHANCE TO PURSUE THEIR HIGHEST ASPIRATIONS FOR A SAFER AND BETTER WORLD. AND THEY WOULD BE APPLYING THEIR SKILLS AND KNOWLEDGE IN AN ORGANIZATION WHOSE MISSION IS VITAL: THE PRODUCTION OF TIMELY AND HIGH-QUALITY INTELLIGENCE FOR THE PRESIDENT AND THE GOVERNMENT.

WHEN I BECAME DIRECTOR OF THE FBI IN 1978 ONE OF MY GOALS WAS TO INCREASE THE NUMBER OF MINORITIES IN THE BUREAU. AND BY THE TIME I LEFT LAST SPRING, THE NUMBER HAD GROWN SUBSTANTIALLY. THE NUMBER

OF BLACK EMPLOYEES INCREASED BY 150 PERCENT, HISPANICS BY  
APPROXIMATELY 130 PERCENT, AMERICAN-INDIANS BY ABOUT 150 PERCENT,  
AND ASIAN-AMERICANS BY ALMOST 200 PERCENT. THERE WERE NO MINORITIES  
IN THE FBI'S EXECUTIVE RANKS IN 1978. WHEN I LEFT THERE WERE SIX,  
AMONG THEM ONE OF THE FBI'S TOP THREE AGENTS--A BLACK. IN ADDITION  
TO THESE ACHIEVEMENTS, AFFIRMATIVE ACTION WAS MADE A CRITICAL  
ELEMENT IN THE PERFORMANCE APPRAISAL OF THE BUREAU'S EXECUTIVES.  
WHAT WAS ACHIEVED WAS NO ACCIDENT. IT WAS THE RESULT OF A CONCERTED  
EFFORT. *the example of the Bureau <sup>has been</sup> ~~was~~ a major*

I HAVE BROUGHT THE SAME GOAL WITH ME TO THIS AGENCY.

CURRENTLY, ABOUT TEN PERCENT OF CIA EMPLOYEES ARE MINORITIES. I AM  
FIRMLY COMMITTED TO INCREASING THIS NUMBER. AND THIS WILL BE DONE  
BECAUSE WE NEED THE DIVERSITY OF VIEWPOINTS AND BACKGROUNDS, AS WELL  
AS THE UNDERSTANDING ACROSS CULTURES, WHICH ARE ALL VITAL  
INGREDIENTS IN OUR WORK HERE.

THIS SEMINAR IS ONE OF SEVERAL INITIATIVES TO INCREASE THE NUMBER OF OUR MINORITY EMPLOYEES. WE ALSO HAVE A PROGRAM FOR UNDERGRADUATE MINORITIES WHO TAKE WORK ASSIGNMENTS WITH US DURING THE SUMMER. OUR STUDENT TRAINEE, OR CO-OP, PROGRAM INVOLVES WORK ASSIGNMENTS DURING ALTERNATING SEMESTERS. WE HAVE A PROGRAM FOR GRADUATE STUDENTS WHO ALSO ARE ASSIGNED HERE IN THE SUMMER MONTHS. AND WE RECENTLY HIRED ELEVEN MINORITY STUDENTS WHO ARE PARTICIPANTS IN OUR UNDERGRADUATE SCHOLAR PROGRAM. THIS PROGRAM EVOLVED FROM LEGISLATION THAT PERMITS US TO PAY FOR THE COLLEGE EDUCATION OF MINORITY STUDENTS WHO ARE PURSUING STUDIES IN AREAS OF CRITICAL NEED TO THIS AGENCY. THESE STUDENTS ARE EMPLOYEES. THEY ARE ON SALARY AND WE PAY THEIR TUITION, ROOM AND BOARD, AND TRAVEL EXPENSES. DURING THE SUMMER MONTHS THEY WORK IN ONE OF OUR OFFICES IN ASSIGNMENTS APPROPRIATE TO THEIR EDUCATION AND BACKGROUND. WE ORIGINALLY WERE GOING TO SPONSOR FIVE STUDENTS IN THIS PROGRAM. BUT THE CANDIDATES LOOKED SO PROMISING THAT WE TOOK ELEVEN.

IN THE PAST WE HAVE HELD SEMINARS FOR COLLEGE PLACEMENT DIRECTORS THAT WERE DESIGNED TO ENHANCE AND BROADEN OUR RECRUITMENT EFFORTS. THIS IS OUR FIRST SEMINAR FOR MINORITY STUDENT COORDINATORS BECAUSE WE WANT TO FOCUS ON STRENGTHENING OUR PROGRAM TO RECRUIT CAPABLE MINORITY STUDENTS.

WE SEEK YOUR HELP IN LOOKING FOR ADDITIONAL WAYS TO ATTRACT MINORITIES. THIS SEMINAR WILL PROVIDE YOU WITH INFORMATION ABOUT WHO WE ARE, WHAT WE DO, AND THE KINDS OF PEOPLE WE ARE LOOKING FOR. YOU WILL HEAR PRESENTATIONS ABOUT OUR DIRECTORATES AND OFFICES. YOU WILL BE GIVEN DETAILS ABOUT CAREER OPPORTUNITIES AND SPECIFIC QUALIFICATIONS FOR EMPLOYMENT. AND YOU WILL HEAR MORE ABOUT THE VARIOUS PROGRAMS THAT ARE DESIGNED TO ATTRACT MINORITY STUDENTS WHILE THEY ARE STILL IN SCHOOL.

IN THE COURSE OF YOUR VISIT, AND AS YOU TOUR OUR FACILITIES,  
PLEASE ASK QUESTIONS. WE WANT YOU TO HAVE AS COMPLETE AN  
UNDERSTANDING OF OUR ORGANIZATION AS WE CAN PROVIDE. *And again,*  
*but if you can experience you see opportunities to provide*  
*and it is important to the experience of the staff of the office.*  
*Please visit us - we want to be successful.*  
AGAIN I WELCOME YOU AND LOOK FORWARD TO SUCCESS IN OUR COMMON  
EFFORTS TO BRING MORE MINORITIES INTO THIS AGENCY. THOSE WHO  
EVENTUALLY COME HERE WILL BE PARTICIPANTS IN PROVIDING VITAL SERVICE  
TO OUR COUNTRY. *as well as finding an exciting challenge*  
*and personally rewarding professional career.*



## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Remarks for Minority Coordinator's Seminar

FROM:

William M. Baker *WMB*  
Director, Public Affairs

EXTENSION

27676

NO.

DATE

2 October 1987

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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PAO

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5 Oct. 8 OCT 1987 *WMB*

B-800-1R

ER

87

STAT

1 October 1987

JUDGE:

Re: Remarks Before  
the Seminar for  
Minority Coordinators  
6 October 1987

STAT

You are scheduled to speak for ten minutes on Tuesday, 6 October at 9:15 a.m. in Room 1E78 to kick-off the Seminar for Minority Coordinators. The Seminar is sponsored by our Office of Personnel to strengthen the Agency's on-campus minority recruitment efforts. You will be introduced by [redacted] Deputy Director of Personnel.

STAT

STAT

(See opposite for a list of the other coordinators and additional material).

For your background, the Agency's minority population comprises about ten percent of the total, broken down as follows:

Blacks - 8 1/2 percent  
Hispanics - 1 1/2 percent and  
Asian-American- 1/2 percent.

STAT

[redacted]  
Bill Baker

Attachment:  
As stated

STAT

DCI/PAO/WMB, [redacted] 01 Oct 87, [redacted]

STAT

Distribution:

Orig. - Addressee

1 - DDCI

1 - ER

1 - D/Ex Staff - [redacted]

1 - DD/OP

1 - D/PAO

1 - [redacted]

1 - PAO

1 - PAO Chron

1 - PAO Ames

1 - TP (Subject)

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MEMORANDUM FOR: Director of Central Intelligence

VIA: Deputy Director for Administration

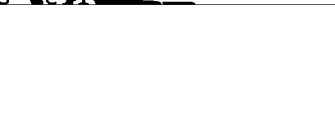
FROM: Hugh E. Price  
Director of Personnel

SUBJECT: Minority Coordinators' Seminar  
6 - 8 October 1987

1. With our increased emphasis on minority recruitment this upcoming year, we are conducting, for the first time, a Minority Coordinators' Seminar from 6 - 8 October 1987. Forty two minority coordinators from various colleges and universities will be given information on the Agency's structure, mission and personnel needs. This seminar should strengthen our on-campus minority recruitment efforts. I believe your participation as keynote speaker would serve to underscore the importance the Agency attaches to the recruitment of minority students.

2. I request, your schedule permitting, that you deliver the keynote speech to the Minority Coordinators' Seminar on 6 October 1987 from 0930 - 1000, in Room 1E78 Headquarters. Attached is the proposed agenda for the seminar and a list of those coordinators invited to attend.

3. On 6 October 1987, from 1700 - 1830, we are hosting a reception in the Executive Dining Room for this same group. If convenient, we would appreciate your attendance at this function as well.



Hugh E. Price

Attachment  
As stated

STAT

SUBJECT: Minority Coordinators' Seminar  
6 - 8 October 1987

- (✓) I will be able to address the Minority Coordinators' Seminar.
- ( ) I will not be able to address the Minority Coordinators' Seminar.
  
- ( ) I will attend the Executive Dining Room Reception.
- ( ) I will not attend the Executive Dining Room Reception.

/s/ WHW

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Director of Central Intelligence

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TENTATIVE SCHEDULE FOR THE  
MINORITY COORDINATORS' SEMINAR  
6-8 October 1987

MONDAY, 5 OCTOBER

Minority Coordinators Arrive at

The McLean Hilton  
7920 Jones Branch Drive  
McLean, VA 22102

6:00 - 8:00 P.M.

"GET-ACQUAINTED" Reception

McLean Room  
McLean Hilton

TUESDAY, 6 OCTOBER

Room 1E78, Headquarters Building

8:00 a.m. BUSES PICK UP MINORITY COORDINATORS AT HOTEL

8:30 a.m. MINORITY COORDINATORS PICK UP BADGES IN HEADQUARTERS LOBBY

8:45 a.m. CONFERENCE CONVENES IN ROOM 1E78 HEADQUARTERS

8:50 a.m. ADMINISTRATIVE NOTES

9:00 a.m. WELCOME BY SPONSOR

Hugh E. Price  
Director, Office of Personnel

9:30 a.m. THE AGENCY TODAY

William H. Webster  
Director, Central Intelligence

10:00 a.m. BREAK

10:15 a.m. MINORITY RECRUITMENT

Chief, Recruitment Operations

STAT

10:45 a.m. STUDENT PROGRAMS

Coordinator, Student Programs

STAT

11:45 a.m. EQUAL EMPLOYMENT OPPORTUNITY  
PROGRAMS AND ISSUES

Robert A. Fitzgerald  
Director, Office of Equal  
Employment Opportunity

12:15 p.m. LUNCH

South Cafeteria, Headquarters

DIRECTORATE OF SCIENCE AND TECHNOLOGY

1:15 p.m. INTRODUCTORY REMARKS

Chief, Arms Control  
Intelligence Staff

STAT

1:45 p.m. CAREERS IN THE DS&T

Panel Members

2:45 p.m. BREAK

DIRECTORATE OF INTELLIGENCE

3:00 p.m. INTRODUCTORY REMARKS

Deputy Director, Middle America  
Caribbean Division

STAT

3:30 p.m. WHAT IS ANALYSIS

4:00 p.m. WHO WE ARE, WHAT WE DO, THE PEOPLE WE SEEK (VIDEOTAPE)

4:15 p.m. NEW EMPLOYEES PANEL

4:45 p.m. BREAK

5:00 p.m. RECEPTION - EXECUTIVE DINING, ROOM 7D42 HEADQUARTERS

6:30 p.m. BUS RETURNS MINORITY COORDINATORS TO HOTEL



WEDNESDAY, 7 OCTOBER

ROOM 1E78, HEADQUARTERS BUILDING

8:00 a.m. BUS PICKS UP MINORITY COORDINATORS AT HOTEL  
8:30 a.m. MINORITY COORDINATORS PICK UP BADGES IN HEADQUARTERS LOBBY  
8:45 a.m. CONFERENCE CONVENES: ADMINISTRATIVE NOTES

**DIRECTORATE OF ADMINISTRATION**

9:00 a.m. INTRODUCTORY REMARKS To be announced  
9:45 a.m. CAREERS IN THE DA Panel Members  
10:30 a.m. BREAK

**DIRECTORATE OF OPERATIONS**

10:45 a.m. INTRODUCTORY REMARKS DO Representative  
11:15 a.m. CAREERS IN THE DO Panel Members  
12:15 p.m. LUNCH South Cafeteria, Headquarters  
1:15 p.m. OPERATIONS OFFICER SELECTION Career Trainee Representative  
2:00 p.m. SECURITY IN THE AGENCY  STAT  
Director of Security  
2:45 p.m. ADMINISTRATIVE TIME  
3:15 p.m. GROUP PHOTOGRAPH, AUDITORIUM ENTRANCE  
3:45 p.m. TOURS Operations Center  
CIA Library  
5:00 p.m. BUS RETURNS MINORITY COORDINATORS TO HOTEL

THURSDAY, 8 OCTOBER

THE MCLEAN HILTON AMPHITHEATER

STAT

8:00 a.m.	CONFERENCE CONVENES	
8:15 a.m.	HOW WE CAN HELP EACH OTHER	<div data-bbox="889 493 1230 531" style="border: 1px solid black; width: 210px; height: 18px;"></div> Deputy Director for Employment
9:30 a.m.	GENERAL DISCUSSION	
11:30 a.m.	CLOSING REMARKS	Hugh E. Price Director, Office of Personnel
11:45 a.m.	SEMINAR ADJOURNS	
12:45 p.m.	BUSES DEPART FOR AIRPORTS	